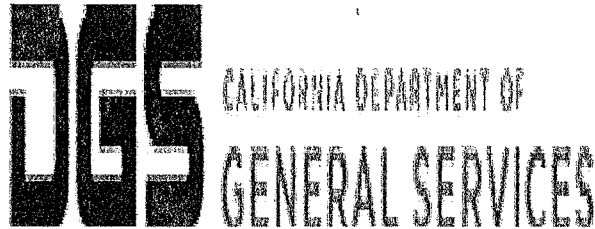


Garfinkle, Allen@BOPC

From: Whitcomb, Caroline@DGS <Caroline.Whitcomb@dgs.ca.gov>
Sent: Thursday, April 7, 2022 2:54 PM
To: Garfinkle, Allen@BOPC
Subject: DGS Strategic Plan 2022-23

EXTERNAL EMAIL. Links/attachments may not be safe.



April 7,
2022

Allen

Governor Gavin Newsom

Garfinkle, Executive Director
Board of Pilot Commissioners
660 Davis Street
San Francisco, CA 94111

Dear Executive Director Garfinkle:

I am very proud to share with you the DGS 2022-23 Strategic Plan. The entire Department of General Services (DGS) team has charted ambitious strategic goals and projects for the next two years. They are the result of creative input and constructive feedback from our customers and from partners like you. We strive to listen to you so that we can continuously improve our operations.

The Strategic Plan focuses on tangible goals to generate fundamental changes within DGS. Projects submitted into the Strategic Plan encompass the following five themes: Collaborative, Consultative, Sustainable, Data-Informed, and Effective.

This year, DGS is expanding its focus to include four cross-cutting priority areas for addressing commonalities across strategic goals, layered with the goals and priorities of the Government Operations Agency (GovOps) and the governor's administration. These priority areas include:

- Develop **procurement** and acquisition efficiencies
- Implement progressive **real estate** management and design
- Advance and institutionalize **sustainable** practices
- Promote **workforce agility**

I hope you'll take a few moments to get acquainted with the [Strategic Plan](#), which represents DGS' commitment to you. Please watch our progress over the next 4 months as we execute the plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Allen Garfinkle".



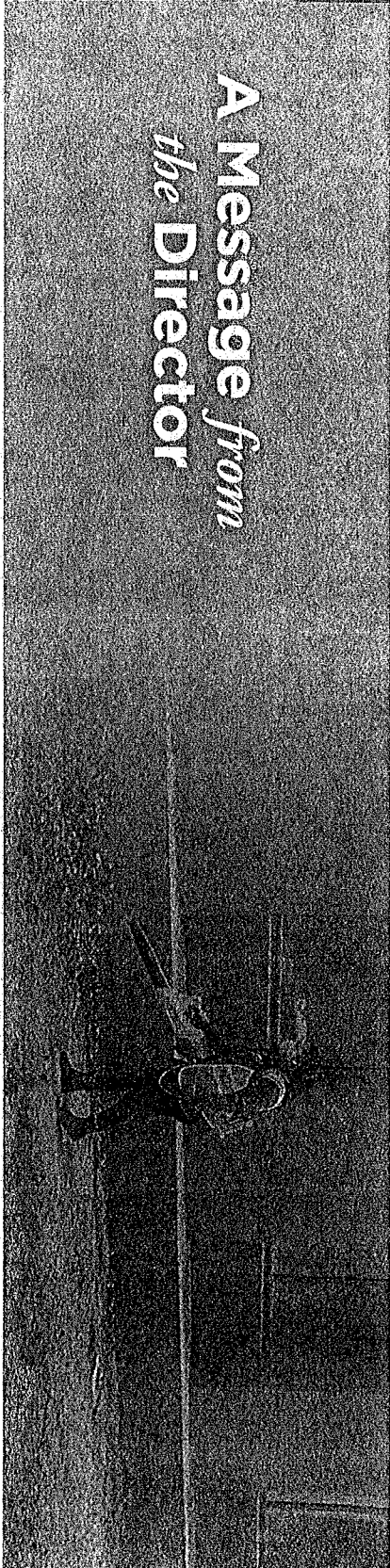
2022-23 STRATEGIC PLAN

DEPARTMENT *of* GENERAL SERVICES





A Message from the Director



Thank you to the entire Department of General Services

(DGS) team for charting a course of ambitious strategic goals and projects in the 2022–23 Strategic Plan. Thank you to our

customers for being supportive partners who provide creative input and constructive feedback so we can continuously improve our operations. The Strategic Plan is an opportunity to take a step back, assess direction, and elevate emerging projects, goals and priorities for the organization. The Strategic Plan focuses on tangible goals to generate fundamental changes within DGS. Projects submitted into the Strategic Plan encompass the following five themes: Collaborative, Consultative, Sustainable, Data-Informed, and Effective.

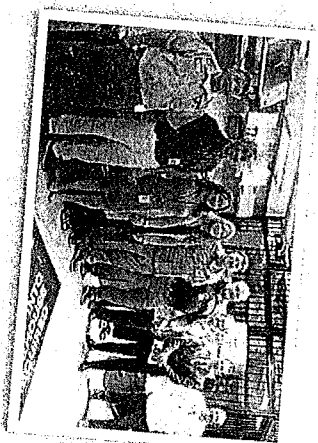
Building on the success of DGS' Strategic Plan model, I am excited to share that we will expand strategic planning to provide further focused direction, efficient tracking, and stronger coordination across all DGS divisions on an ongoing basis. This expanded model is the culmination of assessing commonalities across the projects and initiatives submitted in this current 2022–23 Strategic Plan, layered with the goals and priorities of the Government Operations Agency (GovOps) and the governor's administration. We have crafted four cross-cutting priority areas around which to align DGS' goals, strategic initiatives and projects. These priority areas include:

- Develop **procurement** and acquisition efficiencies
- Implement progressive **real estate** management and design
- Advance and institutionalize **sustainable** practices
- Promote **workforce agility**

Over the coming year, we will transition strategic planning to be formulated in a way that aligns projects and goals to advance these four over-arching priorities. I look forward to sharing more about these priorities, championing the 2022–23 Strategic Plan, and continuing to fulfill the DGS mission.

Sincerely,






ANA M. LASSO | DIRECTOR



- **Communication:** We listen and share information openly, honestly, and respectfully with the goal of mutual understanding and transparency.
- **Excellence:** We strive for the best for each other and our customers.
- **Innovation:** We cultivate ideas and implement improvements throughout the organization.
- **Teamwork:** We value and respect our organizational diversity and work together to achieve great results.

STRATEGIC DIRECTION

In 2017, we identified five strategic themes that remain relevant to our 2022–23 Strategic Plan. The themes clarify the direction in which we want to move the organization. The strategic direction themes are:

-  **Collaborative:** We solicit input from our partners to collectively improve our outcomes.
-  **Consultative:** We offer counsel and advice so our customers can maximize benefit and mitigate risk.
-  **Sustainable:** We serve as good stewards of state resources and help “green” government.
-  **Data-Informed:** We use and share data to make better decisions for ourselves and our customers.
-  **Effective:** We continuously develop ourselves so we can better serve our customers.





**ANGELA SHELL | DEPUTY DIRECTOR AND
CHIEF PROCUREMENT OFFICER, PROCUREMENT DIVISION**

Procurement Division

The Procurement Division establishes policies and procedures used by all state agencies in their purchasing and contracting activities. Our strategic direction is to provide state departments with innovative and sustainable contracting solutions and tools that contribute to state government's ability to efficiently and effectively meet the needs of the citizens of California. Our 2022-23 goals support this vision by leveraging technology and streamlining processes to maximize efficiency and maintain a customer focus in an evolving environment.



- **Reduce billing inefficiencies by changing the methodology.**
The Procurement Division has been billing monthly on a transactional basis with a percentage fee, and historically over-collected millions of dollars. Changing the methodology by assessing a percent-to-total of cost recovery fees based on a three-year average billable spend and billing on a quarterly basis will drastically reduce overpayments, offer consistency and streamline billing.

- **Develop and implement training and tools specific to procurement and bidding requirements for certified Small Businesses, Disabled Veteran Business Enterprises, and diverse suppliers.** DGS' Office of Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) Services will develop new training sessions and tools that offer SBs, DVBEs and diverse suppliers specific information about bidding requirements to help increase their chances of securing government contracts.

- **Update the state's IT model terms and conditions to simplify use and maximize efficiency in state IT procurement processes.** DGS is responsible for developing and maintaining the state's Information Technology (IT) model contract terms and conditions for use by state departments in IT procurements. The Procurement Division will work with state department and IT industry stakeholders to revise the current terms and conditions, incorporating current IT practices and streamlined requirements for ease of use.



JEMAHL A'MEN
DEPUTY DIRECTOR, FACILITIES MANAGEMENT DIVISION

Facilities Management Division

The Facilities Management Division (FMD) takes care of our state assets, ensures a healthy working environment for our tenants and staff, and strives to deliver excellent customer service. FMD's long-term vision is to increase our ability to address deferred and preventive maintenance in our buildings while setting the bar for industry standards as they relate to project management, custodial services, trades services and building management. The following 2022–23 goals support our purpose and strategy by focusing on customer service and greater program efficiencies.

- **Ensure staff completion of the newly established statewide engineer training.** FMD operations staff will undergo in-depth training to develop a more informed, confident, and proactive staff. This will equip them with the ability to maintain our buildings at a higher standard. Completion of this training will provide significant cost savings to the state since fewer dollars will be paid to external service providers. It will benefit our tenants by ensuring that they receive more timely repairs and operational assistance while dramatically increasing preventive maintenance completion rates.
- **Complete rollout of service-level agreements with tenants to create more collaborative relationships with clear expectations.** FMD has created a standard of documents and processes to use for establishing and tracking the current and proposed levels of services FMD is providing to tenants. The implementation of these service-level agreements ensures that the assets entrusted to DGS are well-maintained to a uniform standard; ensures the health and productivity of the

work environment by setting clear expectations; and ensures that the DGS customer service program is strong. This is the continuation of a multiyear goal.

- **Create a statewide guidance and best practices document for cost-effective electricity use.** A statewide standard for electricity use, published as a guidance and best practices document, would be created in consultation with electricity providers and would be updated annually, as peak-rate periods are subject to change. By being mindful of the higher electricity costs associated with the latest peak-period times, FMD buildings can adjust electricity use patterns to operate in a more cost-effective manner.





BRENT JAMISON | DEPUTY DIRECTOR,
INTERAGENCY SUPPORT DIVISION

Interagency Support Division

The Interagency Support Division (ISD) consists of five highly diverse programs: the California Building Standards Commission, the California Commission on Disability Access, the Office of Fleet and Asset Management, the Office of Public School Construction, and the Office of State Publishing. These programs provide a wide variety of business and support services to government agencies and industry stakeholders. In 2022–23, ISD programs will continue to execute strategic deliverables that are focused on long-term operational improvements and efficiencies, transparency, data analytics and stakeholder education.



PAUL ROMERO
ACTING CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

Office of Fleet and Asset Management

The Office of Fleet and Asset Management (OFAM) helps state agencies fulfill their missions by providing cost-effective and environmentally conscious travel, transportation, and asset management services. OFAM's strategic direction is to improve the efficiency with which we serve our customers, provide guidance and policy to reduce overall state operating costs, and ensure the continued reduction of greenhouse gas emissions and petroleum usage associated with the state fleet. The following 2022–23 strategic goals support these objectives through process improvements, technological innovations, and environmentally sustainable transportation solutions, along with the adoption and expansion of value-added services:

- **Create a managed lodging program that offers state travelers contracted market-based rates at hotels across the nation that are safe, convenient, and meet the state's lodging needs.**
 - **Utilize telematics data and implement data-informed policies/procedures to achieve 8% in savings in fleet operating costs, including maintenance and repairs.**
 - **Explore alternate methods of utilizing parking facilities that are below capacity due to increase in telework.**
- Currently, the 25 parking facilities overseen by OFAM's Parking Administration Unit (PAU) are managed through a standard oversubscription rate of 120%, which previously had limited parking availability. Due to the shift to partial or total telework arrangements for many state employees, DGS garages have an unexpected availability of underutilized parking spaces. To



MIA MARVELL | EXECUTIVE DIRECTOR,
CALIFORNIA BUILDING STANDARDS COMMISSION

California Building Standards Commission

The California Building Standards Commission (CBSC) administers the many processes related to the transparent development, adoption and publication of the California Building Standards Code, Title 24, California Code of Regulations. Title 24 serves as the basis for the design and construction of buildings in California to safeguard public health, safety, sustainability, and accessibility. CBSC's vision is to ensure the statewide building code development and adoption process is efficient and effective, and that Title 24 protects and reflects California's interests. For 2022–23, CBSC will pursue a strategy to increase efficiencies both internally and for customers, reducing administrative work so that more resources can be applied to code development.

- **Take a collaborative approach to building decarbonization in California.** CBSC and the Division of the State Architect will work with the Department of Housing and Community Development, California Air Resources Board, California Energy Commission, California Building Officials Association, American Institute of Architects California, and other industry partners to address an incremental and methodical process for building decarbonization and embodied carbon goals in the California Green Building Standards Code (CALGreen), Part 11 of Title 24 complemented with a resource library.



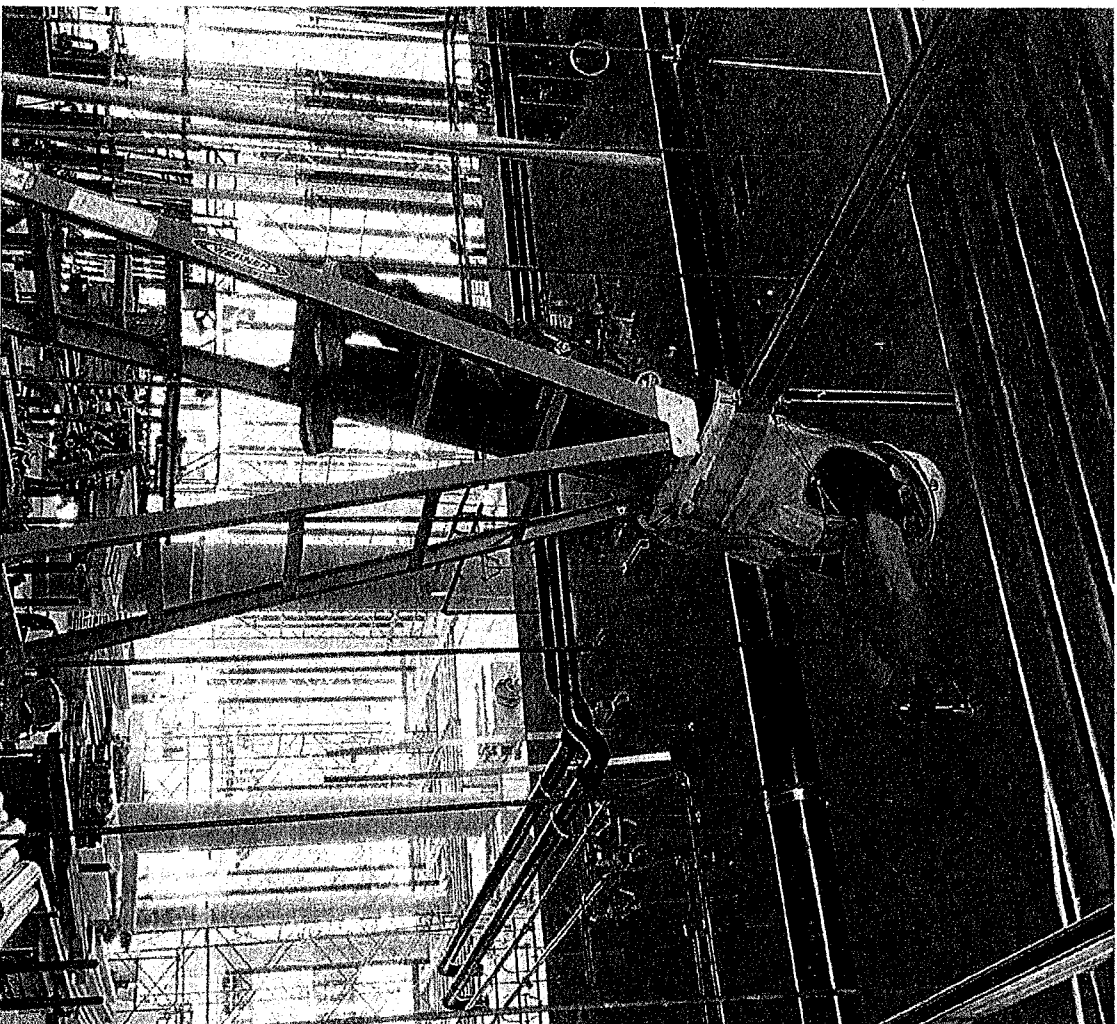
LISA SILVERMAN | EXECUTIVE OFFICER,
OFFICE OF PUBLIC SCHOOL CONSTRUCTION

Office of Public School Construction

The Office of Public School Construction (OPSC) conducts outreach to school districts seeking construction funding; processes grant applications for school construction projects (including charter school facilities, career technical education, financial hardship, and health and safety grants); and assists school districts throughout the life cycle of school construction projects. OPSC also advises state agencies, school districts, and local auditors in K–12 audit guidelines and procedures. Since 1998, the School Facility Program has provided close to \$35 billion to construct nearly 52,000 new classrooms and modernize nearly 135,000 classrooms. OPSC's mission is to enrich the lives of California's schoolchildren as stewards of the taxpayers' commitment to education. To further its mission, in 2022–23, OPSC will:

- **Increase use of OPSC Online for document submittal to increase efficiency.** There are two ways to submit documents to OPSC. One is through physical mail delivery and/or email, and the other is through the relatively new OPSC Online database. Currently, most documents submitted to OPSC are through standard mail or email. Our goal is to increase the frequency of external users using the OPSC Online system to 20% of all submittals.
- **Enhance service to stakeholders by creating more outreach and training events in collaboration with other state departments.** OPSC and DSA will collaborate with the California Department of Education to conduct joint state agency outreach and training events that will provide assistance in all areas of the plan review and approval, funding application and approval, and construction and funding closeout processes that are required for state-funded programs.

Institute of Architects California, and other industry partners to address an incremental and methodical process for building decarbonization and embodied carbon goals in the California Green Building Standards Code (CALGreen), Part 11 of Title 24 complemented with a resource library.



DGS

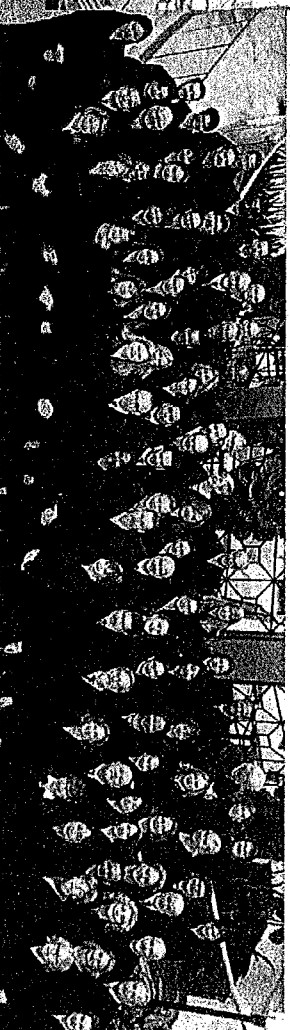


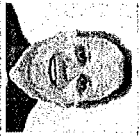
ZACKERY MORAZZINI | DIRECTOR AND CHIEF ADMINISTRATIVE
LAW JUDGE, OFFICE OF ADMINISTRATIVE HEARINGS

Office of Administrative Hearings

The Office of Administrative Hearings (OAH) provides a neutral forum for fair and independent resolution of administrative disputes between government entities and members of the public. Our strategic direction is to maximize efficiencies to enhance our ability to provide the highest quality services to the parties appearing before us. Our 2022–23 goals support this strategy by enabling us to perform our services virtually.

- **Procure IT hardware and software necessary to provide participants simultaneous in-person and virtual access to hearings and mediations.** OAH will identify and procure all necessary hardware and software to create a courtroom capable of holding hybrid hearings and mediations, with simultaneous in-person and virtual access by the participants, in a safe and accessible manner.
- **Procure consultant services to identify, procure, and implement a new case management system.** OAH will procure the services of a consultant with the necessary expertise to assist OAH in identifying, procuring and implementing a new case management system.





GARY RENSIIO | CHIEF INFORMATION OFFICER,
ENTERPRISE TECHNOLOGY SOLUTIONS

Enterprise Technology Solutions

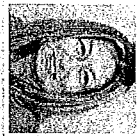
Enterprise Technology Solutions (ETS) provides innovative and effective information technology services that enable DGS to achieve its goals and provide value to its customers. In 2022–23 ETS plans to focus on data privacy and improvement of high-impact systems that touch all parts of DGS operations:

- **Establish a data warehouse that will deliver numerous benefits for DGS, including improved data quality and simplified access to information for making informed business decisions.** The data warehouse will convert, standardize, and archive data from multiple sources into a centralized location. This is the second year of a two-year goal.

- **Continue to mature the privacy program for DGS in 2022–23, reducing the potential for privacy breaches, litigation and reputational harm.** The privacy program will also provide more efficient and secure operations in support of excellence in the business of government while maintaining the trust of state entities we serve and the citizens that depend on such services. To accomplish this, ETS will continue to document details of personally identifiable information used by DGS, identify any gaps in compliance with privacy laws, ensure training is developed and delivered to DGS employees, and complete privacy program rollout to six DGS program areas. This is the third year of a three-year goal.

- **Identify and migrate applications and file storage data hosted in the Ziggurat Data Center to the cloud.** Migration to the cloud will help realize the state's overall transition to telework by allowing employees and customers to utilize services from anywhere. It will also provide DGS offices, divisions and customers access to secured, flexible and highly available services while minimizing the dependency on a physical data center.





ESTELITA GONZALES
CHIEF, OFFICE OF HUMAN RESOURCES

Office of Human Resources

The Office of Human Resources (OHR) provides the full spectrum of human resources services to DGS programs and 21 client agencies. OHR is focused on a future built from a foundation of transparency and accessibility. OHR strives to increase automation and develop innovative tools and trainings to ensure customers find the information they need when they need it. For 2022–23, OHR will:

- **Develop an all-inclusive request/ticketing system to enable online submission of Requests for Personnel Action.** A ticketing system will allow Requests for Personnel Action (RPAAs) to be routed and tracked, and will allow for status updates. The system will also provide a clear path for processing to facilitate timely completion of personnel changes.
- **Use Lean Green Belt methodology to streamline payroll processes.** When it comes to generating payroll, the current level of manual work and oversight increases the potential for user error, which generates a significant amount of payroll errors. Errors result in process delays, cause customer dissatisfaction, and create additional work for transaction staff. DGS will continue to review and use Lean Green Belt methodology to identify the source of errors and streamline its processes. We will focus on the reduction of errors, increased efficiency, and timely correction of errors when they do occur.
- **Continue implementation of virtual onboarding process with focus on teleworking employees.** In 2022–23, we will continue to develop the onboarding process to assist staff who are onboarding new employees virtually while teleworking. We will outline common scenarios and develop solutions for custom requirements that will distribute necessary forms and information to appropriate units.



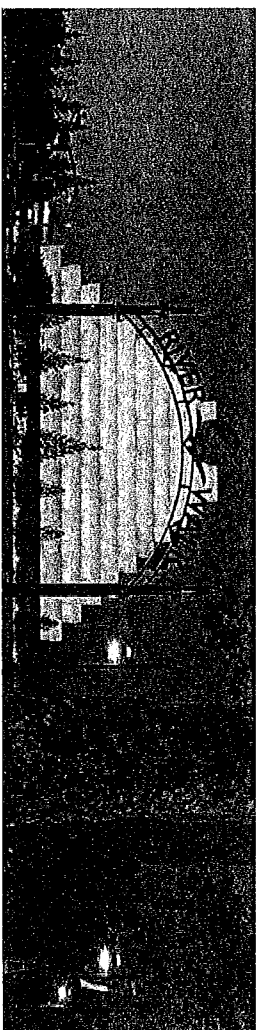
RACHEL GRANT KILEY
CHIEF, OFFICE OF BUSINESS AND ACQUISITION SERVICES

Office of Business and Acquisition Services

The Office of Business and Acquisition Services (OBAS)

provides DGS divisions and offices support in goods and services procurement, including contract processing from solicitation to contract execution, support for the Financial Information System for California (FISCAL), and CAL-Card administration. In addition, OBAS provides internal business services, including auditorium reservations, cubicle moves, mail delivery, mobile phones, commuter services, security, and document reproduction. In 2022–23, OBAS will:

- **Achieve an increased procurement accreditation by successfully completing the triennial procurement accreditation process.** Increasing OBAS' procurement accreditation authority to Tier 3 will provide more autonomy for DGS' Goods and IT Services procurements, resulting in reduced procurement time frames for DGS' internal programs and client agencies.
- **Reduce the average processing time of non-IT, one-time service orders by 95% within seven calendar days.** This reduction in the average processing time will increase customer satisfaction as customers will be able to obtain their one-time services quicker.



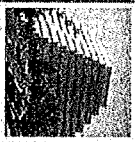
Director's Office



ANA M. LASSO
DIRECTOR, DEPARTMENT OF GENERAL SERVICES



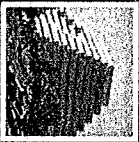
ELIZABETH WILLIAMSON
STRATEGIC INITIATIVES & POLICY ADVISOR



CAROLINE WHITCOMB
SPECIAL ASSISTANT TO THE DIRECTOR



JENNIFER OSBORN | CHIEF DEPUTY DIRECTOR,
DEPARTMENT OF GENERAL SERVICES



CAITLIN WILSON
SPECIAL ASSISTANT TO THE CHIEF DEPUTY DIRECTOR

DGS



ANDY WON
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

Office of Audit Services

The Office of Audit Services (OAS) provides the director of DGS with an independent, objective assurance and consulting activity designed to improve DGS' operations and ensure that the department's oversight responsibilities are carried out. Our strategic direction is to model the way for statewide compliance and provide agencies with a clear direction for achieving compliance with established requirements. Consistent with this objective, in 2022-23, OAS will:

- **Develop a paperless audit working paper platform through DGS' SharePoint site** to provide an innovative approach to sustainable audit documentation and reporting.
- **Develop a comprehensive training program with DGS Fi\$Cal** through teamwork to help other state agencies align with the Fi\$Cal system and to use it to its full potential.



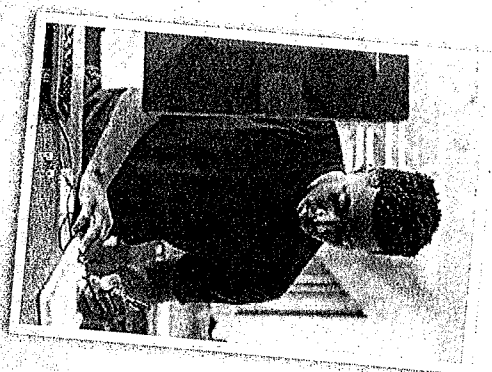


JUAN VASQUEZ
CHIEF, EQUAL EMPLOYMENT OPPORTUNITY OFFICE

Equal Employment Opportunity Office

The Equal Employment Opportunity (EEO) Office is responsible for overseeing DGS' compliance with various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS. The EEO Office uses monitoring systems to achieve its mission to provide a discrimination-free environment in all aspects of employment for employees, applicants and customers. We intend to prevent harassment and discriminatory conduct rather than simply reacting or responding to such behavior. To this end, the EEO Office in 2022-23 will:

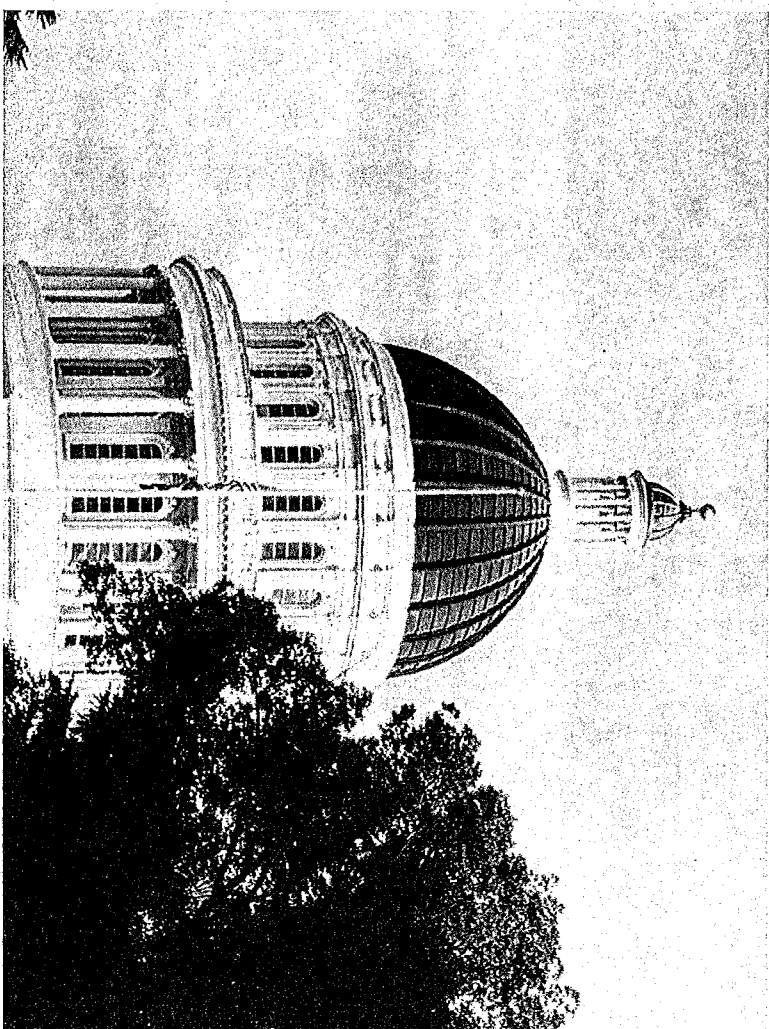
- **Implement an internal diversity, equity, and inclusion workgroup.** Many public and private organizations are recognizing the value of diversity, equity and inclusion (DEI) practices in the workplace. The DEI workgroup will ensure that DGS fosters a culture where staff from all walks of life feel seen and valued and are provided opportunities for recruitment and/or promotion.



MATT BENDER
DEPUTY DIRECTOR, OFFICE OF LEGISLATIVE AFFAIRS

Office of Legislative Affairs

The Office of Legislative Affairs (OLA) serves as the single point of contact for all department legislative matters. OLA coordinates all legislative activities for DGS, from the development of bill analyses to representing the department at legislative hearings. In addition, we are involved in the coordination of specific legislative reports due to the Legislature from DGS.





Collaborative Working Groups and Customer Forums

DGS Director

Governance Working Groups

General Services
Workgroup (GSW)

Fleet and Travel Working Groups

Control Agency Partnership
Working Group (Travel)

Partnership Advisory
Group (PAG)

Statewide Equipment
Council

Customer Collaboration Working Groups

Statewide Tenant
Workgroup

Office of State Publishing
(OSP) Customer
Working Group

Procurement and Contracting Working Groups

State Contracting Advisory
Network (SCAN)

DGS Small Business
Advisory Council

Purchasing Authority
Roundtable (PART)

Other Collaborative Working Groups

Sustainable Building
Working Group (SBWG)

California Pharmaceutical
Collaborative

Performance and
Environmental Standards
Workgroup

Small Business/Disabled
Veteran Business Enterprise
(SB/DVBE) Advocate
Steering Committee

California Pharmaceutical Collaborative

The California Pharmaceutical Collaborative (CPC) is a statewide collaborative that includes seven executive sponsors (state agencies) and 15 member agencies (state and local governmental agencies). Represented agencies reflect buyers and payers of prescription drugs. The CPC leads the discussion for California governmental agencies to create solutions to improve the cost of pharmaceuticals for the state of California.

EDWARD ACHUCK | Edward.Achuck@dgs.ca.gov

Performance and Environmental Standards Workgroup

The Performance and Environmental Standards Workgroup, comprised of a consortium of procurement professionals and technical subject experts, will assist customer procurement professionals in improving policies and practices and achieving best value procurements.

DANIEL GARZA | Daniel.Garza@dgs.ca.gov

Small Business/Disabled Veteran Business Enterprise (SB/DVBE) Advocate Steering Committee

Collaborative forum for statewide SB/DVBE advocates.

MATTHEW ZWEIER | Matthew.Zweier@dgs.ca.gov

OTHER COLLABORATIVE WORKING GROUPS

Sustainable Building Working Group (SBWG)

Coordinates statewide compliance with sustainability policies.

DANIEL BURGOYNE | Daniel.Burgoyne@dgs.ca.gov

DGS Management



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NIK KARLSSON
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GAVIN NEWSOM

Governor

AMY TONG

Secretary, Government
Operations Agency

ANA M. LASSO

Director

**EV
CHARGING
ONLY**

-chargepoint+

Need help? 1-813-759-4389



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Department of General Services

DGS
GENERAL SERVICES

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OSP 22 153114